



City of Tucson



City Strategic Plan

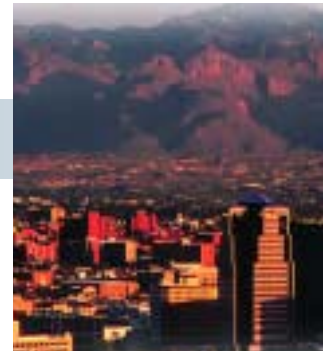
growth



Growth Focus Area

Introduction:

The City of Tucson region has and will continue to experience tremendous growth. Growth is occurring throughout all areas of the City of Tucson, as shown on the maps below. These maps indicate the location of building permit activity within the City's four adopted growth areas.



To afford and support a sustainable community, Tucson's existing land use pattern needs to progress to one that features mixed-use development and a range of densities, while acknowledging our unique identity and preservation of open space. This progression to a more efficient and sustainable land use pattern maximizes the utilization of our resources in providing desirable and necessary infrastructure and services to our citizens.

To address the challenges and capitalize on the opportunities in each growth area, future growth should be guided and accomplished through balanced development, effective regional partnerships, implementation of cost of development strategies, and improved service delivery. This approach recognizes the existence of needs and development activity in all areas of the city.

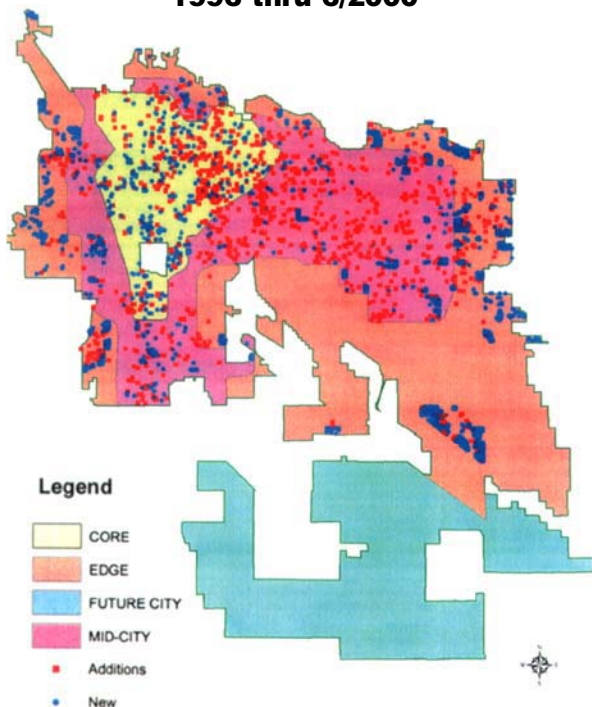
Overarching Strategy:

Elevate long range comprehensive planning to the highest level priority for the City of Tucson.

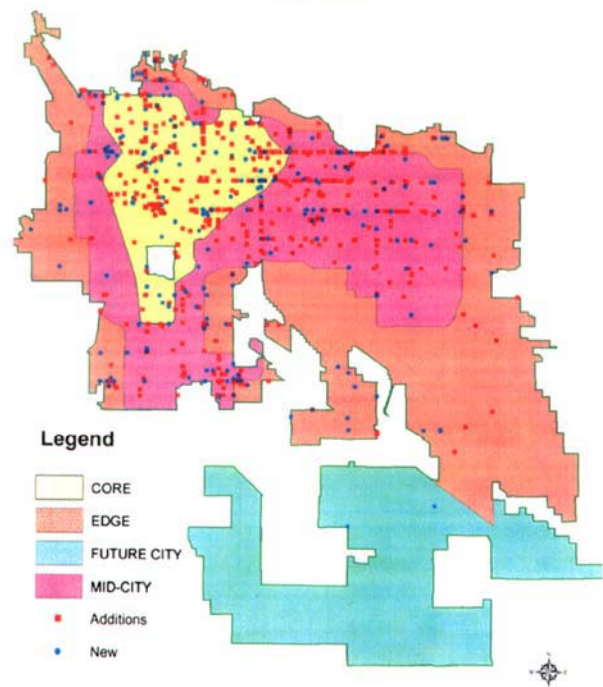
Strategic Policy Statements:

1. Ensure the balanced growth of the community.
2. Build effective relationships with regional partners.
3. Implement the General Plan's cost of development strategy.
4. Improve service delivery to address the demands of a growing community.

**Residential Permits
1996 thru 6/2000**



**Commercial Permits
1996 thru 6/2000**



Strategic Policy Statements

1. Balanced Growth of the Community.

Ensure balanced growth of the community through development and reinvestment in the Central Core and Mid-City Growth Areas, and by implementing the Desert Village Model of development in the Evolving Edge and the Future City Growth Areas. Continue the process that was begun in the development of the General Plan where all stakeholders within the community - individuals, families, neighborhoods, organizations, and businesses – engage in constructive dialogue to define the future of the Tucson valley.

Priority Projects: Proceed with the following action plans for the City's Central Core and Mid-City Growth Areas.

- **Downtown/Rio Nuevo Area** – Proceed with the priority projects as directed by Mayor and Council at the February 4, 2002, Strategic Planning Session.
- **Urban Design Guidelines for Downtown** – Bring forward Urban Design Guidelines Overlay Zone for Downtown and Rio Nuevo as an amendment to the Land Use Code for Mayor and Council consideration.
- **El Presidio Demonstration Project** – Four affordable home ownership units will be constructed near Court/Meyer/Church and W. 6th Street on vacant land owned by the City of Tucson. This project involved considerable input from the residents as to design and density, in a true partnership spirit. Construction should begin this calendar year.
- **Gateways to Downtown – Stone Avenue and 6th Avenue** – Develop programs to upgrade properties and encourages reinvestment in the 6th Avenue corridor, building upon recent and ongoing transportation improvements. Construct improvements as outlined in the Stone Avenue Corridor Study. The first phase includes streetscape, bike, and pedestrian improvements on Stone Avenue from 6th Street to 1st Street. Phase two of this project will include other approach corridors to downtown.
- **Broadway Corridor Plan Update** – Update and affirm the findings of the 1990 Corridor Plan for the twelve-mile segment between Houghton and I-10. This includes the conceptual right-of-way planning, buffering of adjacent residential areas, landscape and urban design standards, and the opportunities for redevelopment of the corridor in conjunction with future transportation improvements.

- **"Fallow Land Study"** - Conduct a land use study of the vacant industrial and commercial zoned land to determine its suitability for rezoning and development for residential or mixed uses.

- **Area and Neighborhood Plan Review** - Review area and neighborhood plans to determine whether strategic goals can be achieved by amendments to certain plans. Create a program to bring all neighborhood and area plans up to date including a routine cycle to keep them current.

Priority Projects: Proceed with the following major master planning initiatives for the Evolving Edge and Future City Growth Areas.

- **Houghton Corridor Master Plan** – Undertake and bring forward a comprehensive planning effort for the Houghton Corridor which integrates and updates land use, transportation, infrastructure, and service plans into an integrated and fiscally sound master planning program. The Arizona Department of Transportation is conducting a study of Houghton between Golf Links and I-10 which will include analysis of travel demand and development adjacent to the corridor in order to develop recommendations regarding specific roadway improvements. The study results will be incorporated into the Houghton Corridor Master Planning effort.
- **Southlands Area Land Use and Transportation Studies** – Undertake these studies in order to identify basic land use patterns, master planning areas, and transportation corridors in the Southlands vicinity including access to Tucson International Airport, Puerto Nuevo vicinity, and connection between I-10 and I-19.
- **Annexation Policies and Strategies** – Return with proposed comprehensive annexation policies and strategies per Mayor and Council direction.
- **Area and Neighborhood Plan Review** - Review area and neighborhood plans to determine whether strategic goals can be achieved by amendments to certain plans.

2. Build Effective Relationships with Regional Partners.

The City of Tucson should strive to build effective relationships with other governments and the private sector to identify solutions to the challenges of our rapidly growing region.

- **Sonoran Desert Conservation Plan** - Work toward a better alignment of City and County planning. Most efforts in this strategy will in be the area of transportation. For further details, see the Transportation section of this report.

3. Implement the General Plan's Cost of Development Strategy.

Develop a "fair share" impact fee program for Mayor and Council consideration. The Cost of Development element of the City of Tucson General Plan contains a matrix that identifies 13 methods of capital financing legally available to Arizona cities. The matrix matches the financing methods with the types of capital improvements for which they can be used.

Of the 13 methods identified, the City of Tucson currently uses nine of them: development agreements; excise tax; ad valorem tax; property lease excise tax incentive; general obligation bonds; improvement districts; revenue-backed bonds; Highway User Revenue Funds (HURF); and certificates of participation.

The four methods currently not used by the City are: impact fees, community facilities districts, system revenue bonds, and excise tax bonds. Of these four methods, impact fees and community facilities districts (CFD) offer the better opportunities for the City to finance the cost of new development. State law governs both the process of developing impact fees and the creation of CFD's.

Priority Projects:

- **Cost of Service Study** – Develop and present to Mayor and Council a cost of service study for consideration including a cost allocation model and a fiscal impact analysis pursuant to the requirements of the General Plan implementation component.
- Community Facilities Districts** – Advise the Mayor and Council on the issues surrounding the creation, benefits, and liabilities of community facilities districts.
- Adequate Public Facilities Ordinance** – Provide Mayor and Council with an overview of the concepts of "adequate Public Facilities Ordinance" or "Concurrency Ordinance" and an analysis of the potential for use as a tool in the Cost of Development Strategy.

4. Improve Service Delivery Strategy to Address the Demands of a Growing Community.

Growth in the region will continue to have an impact on all of the City's infrastructure and services. Citizens' expectations have increased as well, and all City departments have experienced increasing

constituent call loads. These demands will require the City to create improved service delivery strategies to address the demands and challenges of a growing community.

Priority Projects: Proceed with organizational changes that will shift and add resources (within existing budgets) to priority Mayor and Council focus areas dealing with the community's growth and development activities.

TUCSON: DENSITY AND AREA



• Development Services Department (DSD)

Improvement – Continued implementation of program recommendations for improved customer-oriented service, simpler and clearer procedures, reduced time to the customer, and accountability in development review.

- **E-services** – Expand existing DSD e-services capabilities to include online permitting and online plan submittals.

• **Strengthen the City's long range comprehensive planning program** through the provision of enhanced resources, staffing, and organization.

• Urban Design, Building and Development

Guidelines – Bring forth the following design and development guidelines and standards for Mayor and Council considerations: Sonoran Institute Report, New Jersey Rehabilitation Code, and Transportation Projects Design Guidelines Manual.

- **Sonoran Institute Report** – This follow-up presentation to the Building from the Best of Tucson proposal will begin Mayor and Council consideration of adoption of urban design guidelines for Tucson.

- **New Jersey Rehabilitation Code** – Mayor and Council consideration of the proposed adoption of

the New Jersey Rehabilitation Code will help facilitate the investment and redevelopment of older buildings and residences.

- Transportation Projects Design Guidelines

Manual – Revise existing transportation projects guidelines that include roadside landscaping and development standards consistent with the Community Character and Design element of the General Plan.

• Tucson Water Department Maintenance

Management Program – This program is an operational tool which assesses system maintenance and/or replacement needs and coordinates projects to significantly improve departmental operations and organizational efficiencies.